

THE INCLUSIVE WORKPLACE



ACCOMMODATING SPOUSES/PARTNERS

WELCOME TO THE INCLUSIVE WORKPLACE SERIES

CREATED BY THE GENDER & DIVERSITY PROGRAM IN COLLABORATION WITH THE CGIAR CENTERS OF THE CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH (CGIAR).

WHAT IS IT?

It's a set of papers which contains our best recommendations for diversity policies and practices we consider essential for good people management, with a special focus on the CGIAR, a global organization with 8,000 staff members from 100 countries. It is designed to help us all create the best possible workplaces – workplaces built on the core values of inclusion, dignity, wellbeing and opportunity.

HOW DOES IT WORK?

All papers are made up of different areas:

- ✓ Intro: a brief overview on why this topic is important for an inclusive workplace and an outline of the content offered;
- ✓ Model Policy: an example of policy language ready for adopting or adapting into your organization's personnel manual;
- ✓ Practices: a series of related good practices; and
- ✓ Tips and Tools: examples and ideas for implementation.

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WHY HAVE IT?

Diversity is a core competency for CGIAR Centers. All Centers are global organizations, and all have multicultural workforces. Centers' ability to manage, develop and leverage diversity obviously is important to their internal effectiveness. However diversity skills are also critical to Centers' effectiveness in working with partner organizations and the end-users of the knowledge and technologies they develop. Therefore everything Centers do to become better at working with diversity will affect their success in meeting their fundamental objectives of fighting hunger and poverty. We hope this resource will facilitate their ongoing efforts to become even more effective.

WHO IS IT FOR?

The Inclusive Workplace has been developed for senior management, staff and HR people across the CGIAR. However, in the same way that the CGIAR shares its scientific and development knowledge, we also wish to share our ideas for managing and developing global diversity with the broader community.

Senior management

Senior management across Centers are continually reviewing their people management and development practices, to optimize their Centers' ability to sustain and enhance a workplace of innovation. Associated with that aim is enhancing Centers' ability to attract, develop and retain a committed and highly productive workforce. This resource center provides a portfolio of ideas to facilitate that ongoing process. Some of the ideas have already been implemented by some Centers, and various sections of this resource center highlight those initiatives.

Staff

Staff at all levels are confronted by issues affecting the way we manage our people: "How do I draft a recruitment advertisement?", "How do I handle being harassed?", "How can I learn more about HIV/AIDS?", and "How do I cope with being so overloaded at work that my home life suffers?" In many cases their Center may have expert advice/information available to staff through its personnel policy manual or other staff bulletins. But in some cases there are gaps, or the information is difficult to access. The Inclusive Workplace is another source of ideas.

HR people

When senior management decide to enhance one of its people management practices, it usually falls to HR staff to draft a policy or practice. However it is quite challenging to turn a concept into an everyday practice. It is also difficult to find the time when, for most HR people, dealing with day-to-day operational issues inevitably has to take priority over policy development. It is generally much easier to adapt a policy that already exists than to create one on a clean sheet of paper. Consequently this resource center should ease the burden of policy development for HR people. One of the many strengths of the CGIAR system is the extent of sharing between HR people across the CGIAR Centers of ideas, practices, policies and knowledge. This resource should facilitate even more sharing.

WHAT DO WE MEAN BY "MODEL" POLICIES?

It is not intended that every organization adopt all of the model policies precisely as described in The Inclusive Workplace. The term "model" policy has been used to describe policies which reflect good practice both in managing diversity and managing people generally. The model policies have also been developed in the context of the CGIAR Centers, i.e. recognized good practice has been adapted to the CGIAR environment. However in many cases the model policies may need to be further adapted to the individual Center's environment and needs, and integrated where appropriate with your organization's existing policies.

Vicki Wilde

Leader

CGIAR Gender & Diversity Program

THE INCLUSIVE WORKPLACE SERIES INCLUDES:

- ACCOMMODATING SPOUSES/PARTNERS
- FLEXIBLE WORKPLACE
- RECRUITMENT
- HARASSMENT AND DISCRIMINATION
- HIV AND AIDS

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INTRODUCTION

This introductory section deals with the following issues:

- overview
- fundamentally re-thinking the traditional approach to spouses/partners
- accommodating all categories of spouses/partners: expatriate, distant and local
- recognizing the strategic significance of good practices for accommodating spouses/partners
- the challenges faced by spouses/partners
- issues for expatriate, distant and local spouses/partners
- accommodating the diversity of spouses/partners: male/female, same-sex, cultures with multiple wives, defining a partner
- what these guidelines provide (including sections on model policy, sample practices, and tips and tools for implementation.)

The Gender and Diversity Program (G&D) recognizes that existing practices for accommodating the spouses or partners of staff often do not cover the scope of issues that need to be dealt with in today's Consultative Group on International Agricultural Research (CGIAR). Thus, we have developed these guidelines to assist CGIAR Centers in refining their existing practices and in exploring innovative ways of adapting to the global trend of dual career couples.

These guidelines include a model policy ready to be adapted or adopted by the Centers as well as related sample practices, and tips and tools. All are linked to make it easy for you to tap into our best recommendations for accommodating spouses/partners. Many Centers have shared their best practices to help G&D develop these guidelines, and some external organizations have served as models of good practice.

OVERVIEW

1 Adopting good practice for accommodating spouses/partners is a strategic issue for CGIAR Centers because of its influence – both positive and negative – on the staff member. A staff member's spouse/partner being overwhelmed by life far from home can have a major impact on the Center, particularly if this leads to the premature departure of the staff member.

2 Consequently, the ability to accommodate spouses/partners effectively should be seen as a core competency for CGIAR Centers. This is a competency to be

developed, sustained and enhanced just as a Center sustains its other core competencies in research, technology, cross-cultural operations and the like.

ALERT

If a Center cannot accommodate spouses/partners, it effectively restricts itself to staff members who are unattached or whose spouses/partners need no assistance in pursuing their careers or education.

FUNDAMENTALLY RE-THINKING THE TRADITIONAL APPROACH TO SPOUSES/PARTNERS

3 In developing this section of the Inclusive Workplace e-Resource Center, we gathered information about good practice within and outside the CGIAR and looked at some of the problems experienced by spouses/partners. Our knowledge was extended significantly when we sought comments from some Centers on our draft. However, we then found ourselves in a situation where:

- we were excited by some of the initiatives already implemented in some Centers, and some of the ideas they are currently developing, but
- we also could see a clear need for fundamentally rethinking some traditional approaches to accommodating spouses/partners.

4 Therefore, in this section we recommend initiatives that involve a whole new approach to spouses/partners, such as:

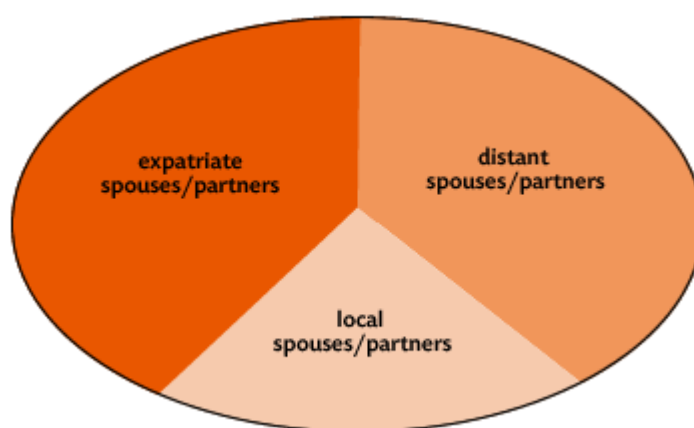
- expanding from the traditional focus on expatriate spouses/partners to accommodate all spouses/partners;
- abandoning the expectation that job candidates will accept job offers before all spouse/partner issues are fully resolved;
- developing comprehensive approaches to overcome the problem of “trailing spouses” – spouses/partners who have had to put on-hold their own professional careers, maintenance of professional skills, and professional development and networking;
- treating partnered appointees and their spouses/partners as a couple and developing mechanisms for couple appointments where necessary, rather than dealing with the two people separately;
- re-thinking traditional approaches to working relationships that exclude family members from being in a supervisory relationship to each other;
- improving host-country agreements to accommodate rather than obstruct the employment of spouses/partners;
- ensuring that HR is both resourced and accountable for accommodating spouses/partners;
- developing spouse/partner committees as a major resource contributing to Center effectiveness;
- adopting a comprehensive structure for information provided to new appointees and their spouses/partners, ensuring it addresses family

issues, occupation issues, community issues and recreation at their duty stations.

5 To achieve this will require substantial effort. However, these initiatives reflect not only the strategic and operational needs in this area, they also reflect some of the innovative success stories already emerging from Centers.

ACCOMMODATING ALL CATEGORIES OF SPOUSES/PARTNERS

Categories of Spouses/Partners



6 In this section of the Inclusive Workplace e-Resource Center, we define three categories of spouses/partners based on the distance between their duty stations and the countries/towns from which they come:

- expatriate spouses/partners – come to the duty station from another country;
- distant spouses/partners – come from within the country where the duty station is located, but their original locale was a considerable distance from the duty station, and
- local spouses/partners – were living at or near the duty station before their spouse/partner commenced work at the Center.

7 Many of the established practices across CGIAR Centers focus on expatriate spouses/partners of internationally recruited staff, particularly in facilitating employment opportunities. However, in this section of the Inclusive Workplace e-Resource Center, we have tried to ensure that the diverse needs of all spouses/partners are recognized and accommodated by Centers. This is particularly significant as some locally recruited appointees and their spouses/partners may have relocated to the duty station from a considerable distance within their home country.

8 A common approach often can accommodate challenges that affect all three categories spouse/partner categories – expatriate, distant and local. However, for

other challenges, the solution needs to be tailored to the individual circumstances of the spouse/partner category.

Families living apart

9 We also recognize that, despite a Center's best efforts to accommodate spouses/partners, there will be circumstances where it simply will not be feasible for families to live together at the staff member's duty station. Typically, this is because of the spouse/partner's career commitments and/or caring responsibilities for family members. This is a growing problem for Centers – how can they best accommodate these situations? Consequently we have included a Sample Practice on “Families Living Apart” with suggestions for meeting these needs.

RECOGNIZING THE STRATEGIC SIGNIFICANCE OF GOOD PRACTICES FOR ACCOMMODATING SPOUSES/PARTNERS

10 It is easy to overlook the critical influence spouses/partners have on an organization – particularly an international organization operating principally in the developing world. Many staff and their spouses may be from overseas or from a considerable distance away from their duty station. Irrespective of their origin, many are located at duty stations where they face a whole range of challenges – access to health services, family services, education, employment and supplies of food or household goods – that are taken for granted in developed countries.

“Being a father to my children and a husband to a wife whose career is equal in importance to mine is not included in my Center's appreciation of what makes me an effective, healthy and hopefully creative employee.”

Comment from a male scientist, G&D Working Paper No. 37.

UNHAPPINESS MATTERS

Research shows that the principal reason for failure of an expatriate appointment is an unhappy spouse/partner.

There is a high incidence of marital break-ups among expatriate couples throughout the CGIAR.

11 Every loss of a staff member represents a significant cost to the Center, particularly in terms of lost productivity while her/his successor is recruited and trained. It doesn't matter whether the staff member is a scientist or a technician, recruiting takes time and a considerable familiarization or training period is needed for staff members to become fully effective in their new positions. Meanwhile the Center has commitments to donors and partners and the

deadlines for meeting those commitments do not allow for impaired productivity due to the loss and replacement of staff.

HAPPINESS MATTERS

Recognize the importance of spouse/partner “happiness” in a new environment. Centers need to treat spouses/partners as critical to the Center’s performance.

THE CHALLENGES FACED BY SPOUSES/PARTNERS

12 New staff members and their spouses/partners come to a Center with four types of needs: occupation, family, community and recreation (see model). Occupation needs are immediately taken care of for staff members because they have access to workplace networks and their supervisors and other colleagues from whom to seek advice. But the situation is very different for their spouses/partners.



10

13 As the model shows, a spouse/partner confronts four separate sets of needs. This has significant implications for the support systems and processes that Centers need to devise to assist the spouse/partner in becoming established in the new environment. Options for meeting these needs are presented in the Sample Practices and Tips and Tools sections.

14 There is a broad sequential order that can be followed in order to address all four aspects of the issues facing the spouse/partner:

- provide the spouse/partner the opportunity to visit the prospective duty station during the candidate interview process;
- provide assistance with settling in to the new station;
- provide opportunities for networking and professional development;
- facilitate the employment process.

ISSUES FOR EXPATRIATE, DISTANT AND LOCAL SPOUSES/PARTNERS

Expatriate spouses/partners

15 Expatriate appointees are most likely to have expatriate spouses/partners, with neither holding citizenship of the country where the duty station is located. However, the term “expatriate” spouse/partner also includes those who are citizens of that country, but who were not resident at the time of their partner’s appointment. That is, they have come to the duty station from another country, perhaps after a lengthy absence from their home country, and consequently do not possess detailed, up-to-date knowledge of life, family services, education facilities and employment opportunities at the duty station.

16 The successful accommodation of expatriate spouse/partner needs is an important, but often overlooked, factor in the success of expatriate appointments. It needs to be seen as a strategic issue. Centers consequently need to look at expatriate recruitment in the context of the appointee’s entire family and do everything they can to prevent the creation of trailing spouses.

17 CGIAR Centers remain critically dependent on expatriate appointments in their key leadership and science positions, almost all of which are filled by international competition. Expatriate appointments fall into the “high risk” category for Centers because of the costs, the risk of failure and the consequences of failure. For example:

- the positions filled by expatriates have significant leadership roles and, consequently, the quality of their performance affects not only their personal technical achievement but also the potential achievement of their staff and relationships with partners and donors;
- expatriates’ effectiveness is dependent on their ability (and their families’ ability) to adjust to their new duty station;
- these appointees are relatively costly in terms of salaries and benefits,
- if the appointment is a failure, and if the appointee leaves the Center within, say, a year of commencement, it represents a very significant financial and operational loss; and
- there will be a long lead time in recruiting a successor.

18 Therefore, Centers need to take all possible steps to make these appointments successful. This requires the establishment of comprehensive and timely practices, and the ability both to comprehend and empathize with the problems faced by expatriates.

How effective are existing policies in practice?

19 While several Centers have some form of policy supporting expatriate spouses/partners, they may not seem effective to the people they are meant to accommodate.

PAY ATTENTION TO SPOUSE/PARTNER PERCEPTIONS

Spouses/partners located at two Centers attended a meeting where they voiced their feelings that:

- ✓ they have the perception that they (spouses/partners) must be totally self reliant and
- ✓ they have the perception that they must ask the Centers for everything they need
- ✓ and, thus, Centers need to support spouses/partners in a way that changes these perceptions.

Both of these Centers are in urban areas and have HR units. This raises the question that if spouses/partners are not being supported in these Centers, how well are they being supported in regional and country duty stations?

SPOUSES/PARTNERS IMPACT EXPATRIATE RECRUITMENT

A 2003 HR survey of international organizations found:

- ✓ 74% of expatriates were married
- ✓ 81% of marriages are now dual-career.

Assuming that data for CGIAR Centers would be comparable, attempts to recruit expatriates without planning for their spouse/partners will face obvious obstacles and will affect a Center's ability to recruit and also to retain expatriate staff.

(survey by ORC Worldwide, specialist global HR consulting service).

12

Distant spouses/partners

20 Distant spouses/partners often face the same challenges as expatriate spouses/partners. Although they have been recruited from within the same country as the duty station, they may have relocated several hundred and possibly more than a thousand kilometers from their former homes.

21 These spouses/partners also have left behind their support networks of relatives, professional colleagues and friends. They often have little or no knowledge of accommodations, schooling, medical and other family services at the duty station.

22 Distant spouses/partners usually are citizens of the country in which the duty station is located. Although they do not face the same barriers to employment as foreigners, they still may be unfamiliar with employment opportunities in the vicinity of the duty station.

23 Therefore, there are persuasive reasons for ensuring distant spouses/partners are not overlooked when developing policies and practices for accommodating spouses/partners.

Local Spouses/partners

24 Local spouses/partners do not face the obstacles to employment encountered by expatriate spouses/partners and, unlike distant spouses/partners, do not leave their support networks behind. However, they face various challenges in their home locations, especially if there is high unemployment or under-employment of skilled people. These are instances where Centers can offer support and thus enhance the overall sense of community.

ACCOMMODATING THE DIVERSITY OF SPOUSES/PARTNERS

Male and female spouses/partners

25 It is important at the outset to recognize the need to accommodate both male and female spouses/partners. Thus far, men make up the majority of CGIAR international appointments and their spouses/partners are women, many of whom are also professionals. However, in a number of cases, the appointees taking up an overseas appointment are women accompanied by their male spouses/partners.

26 Perhaps more significantly, CGIAR Centers recognize the need to increase the number of women in senior management significantly. However, women with the competencies and record of achievement required for appointments at this level are highly likely to have spouses/partners who are also senior professionals. If a Center lacks the ability to accommodate spouses/partners, this has a parallel implication for its potential to appoint women to senior management roles.

13

Same-sex spouses and partners

27 Same-sex partnerships are not uncommon, and some countries have legalized same-sex marriages. As a general principle, the practices recommended in this section apply equally to opposite-sex and same-sex partners.

28 However, same-sex relationships may be illegal in some countries where CGIAR Centers conduct their operations. This restricts the applicability of some of the options proposed in this section and requires that job candidates with same-sex spouses/partners receive special advice from the Center during the recruitment phase.

Cultures with multiple wives

29 Polygamy is practiced in several countries where CGIAR Centers conduct their operations. The various suggestions and recommended practices in this section may need to be adjusted to accommodate multiple wives.

Defining partners

30 Defining “partner”, not only for the purpose of this section of the Inclusive Workplace e-Resource Center but also for eligibility for certain benefits, is complex. We have provided some guidance and examples of different Centers’ practices in the Sample Practices section, “Defining a Partner”, and in the Tips and Tools section, “Domestic Partner Agreements”.

WHAT DO THESE GUIDELINES PROVIDE?

Model policy

31 The Model Policy suggests a broad policy statement together with a list of supporting practices that can be included in the Center’s Personnel Policy Manual (PPM). These practices are options – the list is neither the minimum acceptable nor the maximum possible. Centers should list practices that can be applied effectively, either as a Center-wide ongoing policy or as a trial, either across the entire Center or in specific geographic locations. Centers also can identify other practices that can enhance their ability to accommodate spouses and partners.

Sample Practices

32 The sample practices provided in this section include:

- obstacles to good practice
- defining a partner
- the role of senior management
- the role of HR
- spouse/partner committees
- pre-appointment initiatives
- settling in to a new duty station
- facilitating networking
- facilitating professional development
- facilitating external employment
- facilitating a small business or enterprise
- employment at the Center
- spouse/partner working relationships
- employment of a Director General’s spouse/partner
- families living apart

Tips and Tools

33 The tips and tools provided in this section include:

- Domestic Partner Agreements
- IITA Community Resources Center
- IRRI Family Services Center

- G&D initiatives to support CGIAR spouses/partners
- direct appointments
- consultancies
- fellowships
- appointment to advertized vacancies
- couple appointments
- a guide for spouses/partners: what to ask

ACKNOWLEDGEMENTS

To help us develop these guidelines several CGIAR Centers shared with us their existing policies and practices for accommodating spouses/partners. They also provided valuable comments on earlier drafts which helped us refine the material presented in this section of the Inclusive Workplace e-Resource Center. We particularly thank:

- CIFOR, whose overall spouse/partner policy framework provided a model for much of this section;
- CIP, which suggested extensive additions that have been incorporated in the pre-appointment initiatives sample practice;
- IFPRI, for material dealing with the formal status of partners;
- IITA, for information about its Community Resources Center; and
- IRRI, for information about its Family Services Center.

Pertinent input also came from G&D Working Paper No. 37 “Female and Male CGIAR Scientists in Comparative Perspective” (Rathgeber, 2002). We also drew on research concerning expatriate couples from the HR consulting firm, ORC Worldwide (2003). Nancy Allen and Fabiola Amariles made significant contributions during the consultation phase following the initial draft. This project could never have been realized without G&D’s creative teamwork, bringing together the talents of Bob Moore and Antonia Okono along with myself for content, and Nancy Hart, Joanne Morgante and Roberto Magini for editing, design and programming. I sincerely thank each for their artistry and sincere dedication to inclusion.

Vicki Wilde

Leader

CGIAR Gender & Diversity Program

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OBSTACLE TO GOOD PRACTICE

1 Before making any recommendations about good practice in accommodating spouses/partners, or who should be responsible for it, we need to examine the current obstacles. Unless these obstacles are recognized it will be hard to exercise the innovation necessary to introduce a fresh approach to accommodating spouses/partners.

ALERT

Enlightened treatment of spouses/partners can face obstacles:

- ✓ “sink or swim” attitude
- ✓ inadequacy of information
- ✓ lack of empathy
- ✓ stereotyping
- ✓ lack of time
- ✓ inadequate creativity
- ✓ fear

16

2 The obstacles listed in the “Alert” above constitute a filter – “the it-couldn’t-work-here-because...” filter. However if Centers recognize the extent to which the filter influences the options they’re offering spouses, or not, they can start to explore new options.

“SINK OR SWIM” ATTITUDE

3 The first obstacle to accommodating spouses/partners is usually a “sink or swim” attitude toward spouses/partners on the part of:

- staff members, especially those who are indigenous to the duty station, and who are responsible for aspects of support for spouses/partners but may not appreciate the scope and scale of difficulties encountered by foreigners;
- national staff who often see spouses/partners of internationally recruited staff in a privileged position already (e.g. family income) and, consequently, not deserving of special effort or support;
- other spouses/partners who had to rely on their own resources to establish themselves see no reason to help newcomers avoid the same “rites of passage”.

In most cases, these obstacles apply to distant spouses as well as expatriate spouses.

INADEQUACY OF INFORMATION

4 Centers typically provide induction and orientation information to newly appointed staff members, including information on employment conditions. However, their spouses/partners are often left out of these processes. The spouse/partner becomes dependent on the staff member:

- to pass on all relevant information as it is acquired (including oral information), and
- to think of the other issues about which their spouse/partner requires information, to acquire that information and pass it on.

This is probably a lot to expect of a newly-appointed staff member settling into a new job, a new organization and a new location.

LACK OF EMPATHY

5 In some cases, senior management may not empathize with the challenges faced by younger staff. Life for people whose children have grown and left home is quite different from those raising young families. Life is also different when the spouse/partner does not work and has time to support her/his partner, by comparison with a dual-career couple. Life can also be very lonely for a spouse/partner with no children (or no children at the duty station).

6 While some good policies exist across Centers, the quality of implementation may not match that of the intention. In some locations, spouses/partners rarely see pro-active behavior from those charged with implementing the policies.

17

STEREOTYPING

7 This often dovetails with “lack of empathy”. It is easy to make invalid assumptions about the lifestyles and personal and professional needs of spouses/partners, e.g. that they will be content to stay at home raising the family, unconcerned about sustaining their careers.

LACK OF TIME

8 This obstacle also goes hand-in-hand with “lack of empathy”. Even if, for example, HR staff members want to provide the best possible support to spouses/partners, they may feel their first responsibility is to the needs of the staff members and may not have the time to devote to partners/spouses.

INADEQUATE CREATIVITY

9 A creative approach is needed to overcome the inertia of well-established practices that are no longer satisfactory and to develop better practices.

10 Several Centers have been very creative in developing case-by-case solutions,

often in a policy vacuum and without access to good examples. For example, the traditional approach to spouse/partner employment has been to concentrate on the appointees first, then to look at the spouses'/partners' needs after they have moved to the duty station. However, we now know we should be looking at these two people as a couple, even during the recruitment phase, and exploring options for employing both. This means creating the mechanisms to support new initiatives to employ spouses/partners, such as an employment bank or seed funding to support project proposals from spouses/partners.

ALERT

Renegotiate host-country agreements to meet today's needs.

- ✓ Most host-country agreements reflect the outdated concept of sole breadwinner.
- ✓ The time has come to renegotiate those agreements, particularly those aspects dealing with visas and work permits, so that they facilitate rather than obstruct the dual-career family. IRRI, for example, has already done so.

FEAR

11 It's all very well to take a creative approach to developing new policies and practices, but what if it goes wrong? Fear of potential consequences can be an enormous obstacle. For example, looking for innovative policies to accommodate spouses/partners might lead to fear of equity issues, worries about whether spouses/partners are inadequately trained for certain activities, the risk of poor performance or that team dynamics will be undermined by spouses working together, or the consequences of couples splitting up.

12 These are legitimate fears. However, as the table below shows, it is not difficult to identify the risks that we fear, the underlying issues and the principal solutions to mitigate the risks. Consequently this obstacle – fear – proves to be quite manageable.

WHAT ARE WE AFRAID OF?

Risk	Underlying issues	Principal solutions
Equity	Lack of awareness of types of challenges experienced by spouses/partners.	Develop the most equitable policies possible. Educate Center “community” to the different challenges faced by different spouses/partners. Include expatriate, distant and local spouses/partners in all relevant services, as appropriate
Professional/technical capability	Concern that lesser-qualified people might not be “up to the job”	Focus on the full set of competencies needed to work effectively (not just academic training and experience). Hire only spouses who clearly meet the required competencies.
Poor performance	Concern that people will not deliver what is required of them	Good performance management by team leader, applied equitably to all.
Undermining team dynamics	Concern that couples will “gang up” on the other team members	Good people management by team leader, applied equitably to all.
Consequences of splitting up	Concern that separated couples will create a corrosive atmosphere	Good people management by team leader, applied equitably to all.

CONCLUSION

13 Once we recognize the barriers to developing and sustaining good practice, it becomes feasible to overcome them. When this recognition is coupled with acceptance that Centers need to treat spouses/partners as being critically important, we are left with a powerful force for change.

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DEFINING A PARTNER

1 What constitutes a partner? How long should the two people have been together before they are considered to be partners? What should be the nature of their relationship?

2 In many cases, a Center might not wish to explore any of these issues, but simply take at face value:

- a statement from a job candidate that she/he has a partner, or
- a statement from a staff member that she/he now has a partner

This means a formal statement from the candidate/staff member is all that is required for the partner to be eligible for the Center's services/provisions to spouses and partners.

ALERT

Eligibility for benefits.

In some cases, a partner's eligibility for spousal employment benefits will be restricted by the service or benefit provider, unless certain criteria determined by the provider are met.

20

DOMESTIC PARTNERSHIP AGREEMENTS

3 Some countries have formal requirements for recognizing partners, particularly where this confers eligibility for state-provided benefits. For example, in the USA it is not uncommon for couples to register their "domestic partnership" with local authorities and to sign an affidavit to this effect with an employer.

4 One such domestic partnership affidavit requires partners to be two persons of the opposite or same sex who are currently (and who for a minimum specified period have been) involved exclusively with each other in a relationship that is the equivalent of marriage, where the following circumstances apply:

- the couple resides together and plans to do so indefinitely;
- the couple is not related by blood to a degree that would prohibit legal marriage;
- the couple shares living expenses, assets or liabilities to a significant degree;
- both members are at least the age of consent in the state/country where they reside; and
- neither is in partnership with anyone else.

GOOD PRACTICE**Define criteria for partners.**

G&D advocates the inclusion of partners in its spouse services (whether same-sex or opposite-sex) and therefore recommends that Centers develop clear criteria for the types of relationships that qualify as partners.

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ROLE OF SENIOR MANAGEMENT

1 Senior management is responsible for establishing policies and practices to accommodate spouses and partners that are appropriate to the Center's work, workforce and cultural standards across its geographic locations.

2 These responsibilities include:

- establishing a Center policy on accommodating spouses/partners across the Center's headquarters, regional and country stations;
- communicating to all Center staff the strategic importance of accommodating spouses/partners;
- ensuring that the Center's HR group has sufficient resources to provide appropriate support to spouses/partners and holding HR accountable for delivery;
- providing support for a Center spouse/partner committee; and
- seeking periodic reports from HR on issues relating to spouses/partners, particularly where those issues impact the Center's ability to attract and retain valuable staff.

ESTABLISHING A CENTER POLICY ON ACCOMMODATING SPOUSES/PARTNERS

3 The model policy provided in these guidelines recommends language to cover:

- Center management's commitment to accommodating spouses and partners;
- defining the range of practices that support the Center's overall policy for accommodating spouses and partners.

4 In addition, it proposes a number of options for supporting spouses/partners. Not all of these options will be relevant or workable for every Center. Some may require adaptation to meet local, regional or Center needs. Centers should choose practices that can be applied effectively, either as a Center-wide ongoing policy, or as a trial across the entire Center or in specific geographic locations. Also, Centers may well identify other practices that can enhance the lives of the spouses and partners of their staff.

PROVIDING SUPPORT FOR A CENTER SPOUSE/PARTNER COMMITTEE

5 The Sample Practice Spouse/Partner Committee provides a draft description of the committee including its role, functions and relationships with Center HR. It indicates that senior management support is necessary for establishing and sustaining such a committee and, where applicable, subcommittees at regional and country duty stations. Senior management also must make any decisions about financial support for committee initiatives

SEEKING PERIODIC REPORTS FROM HR ON ISSUES RELATING TO SPOUSES/PARTNERS

6 Spouse/partner issues impact on the Center's ability to attract and retain valuable staff. Consequently, HR should report periodically to senior management about relevant spouse/partner issues and the need for modified or enhanced policies to accommodate them. Such reports should be separate from, but complementary to, periodical overview staffing reports provided by HR to senior management.

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ROLE OF HR

1 A Center's HR group has a key role in developing, introducing and sustaining policies, practices and services for accommodating spouses/partners. This role includes:

- supporting management in the development of Center policy and practices for accommodating spouses/partners;
- advising job applicants and their spouses/partners about the availability and application of these practices;
- exercising initiative, as much as possible, to accommodate spouses'/partners' needs prior to their move to the duty station;
- ensuring that high-quality advice and assistance is available to spouses/partners during their settling in to the duty station;
- monitoring the needs of spouses/partners actively after they settle in, and acting expeditiously to meet those needs where possible;
- providing a range of support services to spouses/partners, particularly in publicizing employment and consultancy opportunities;
- providing support and guidance to spouse/partner committees;
- reviewing the impact and effectiveness of the Center's policy and practices periodically, and reporting to senior management with options for future refinements.

2 Some of the points above may not be recognized, either by HR or by senior management. Consequently HR may not have sufficient resources to support spouses/partners effectively. There is also the risk that spouses/partners are seen as "low-priority" clients of HR. Therefore HR must take the initiative to advise senior management of the resources required to support spouses/partners properly.

SUPPORTING MANAGEMENT IN THE DEVELOPMENT OF CENTER POLICY AND PRACTICES

3 HR plays a key role in assisting senior management in developing policies and practices to accommodate spouses/partners.

4 HR is the linchpin for policy in this area. HR staff members should be aware of specific problems faced by specific spouses/partners in specific locations, either

from direct communication or via the spouse/partner committee. HR, as steward of the Center's personnel policy manual, is more aware than others both of its formal provisions and the policy gaps. HR is most likely to be aware of good practice.

5 In addition to its policy development role, HR has responsibility for periodically reviewing the impact and effectiveness of the Center's policy and practices, and reporting to senior management with options for future refinements.

ADVISING JOB APPLICANTS AND THEIR SPOUSES/PARTNERS ABOUT RELEVANT POLICIES AND PRACTICES

6 During the recruitment phase, HR is responsible for ensuring that all candidates (particularly the short-listed candidates) and, where appropriate, their spouses/partners are familiar with relevant Center policies and practices. These range from general employment policies focused on the candidate – including services provided, entitlements and benefits – to policies and services focused on the spouse/partner.

ACCOMMODATING SPOUSES'/PARTNERS' NEEDS PRIOR TO THEIR MOVE TO THE DUTY STATION AND DURING THEIR SETTLING IN PERIOD

7 Ideally, one HR staff member should be the designated "case manager" for each appointment. The case manager assumes responsibility for ensuring that each appointee and her/his spouse/partner receive all necessary advice and assistance to move to the duty station and settle in effectively.

8 This is a task that requires considerable initiative, for example forecasting issues/potential problems that the newcomers may not yet have confronted. The designated HR member should be the spouse's/partner's first point of contact. In some cases this may involve redirecting the spouse/partner to another member of the administration, but the designated HR staff member should always follow up afterward to make sure the issue was properly resolved.

9 In some cases, the Center may have established alternative sources of advice for the spouse/partner, e.g. a buddy or a member of the spouse/partner committee, information bulletins, guidebooks, Web sites, etc. Nevertheless, the designated HR case manager must always be available to the spouse/partner for advice/assistance that no one else can provide.

10 The case manager is responsible for timely delivery of any required advice or assistance. Spouses/partners should be regarded as high-priority customers of HR, particularly during the settling-in period.

GOOD PRACTICE

Information about handling minor medical emergencies.

Information provided to spouses/partners for dealing with minor medical emergencies should be sufficiently explanatory for spouses/partners to act independently, for example if their spouse/partner (the staff member) is away on duty travel.

It should answer these questions:

- ✓ What do I do if my child needs first aid?
- ✓ Is there a physician/nurse on-site?
- ✓ Where do I go?
- ✓ How do I get there? (Is there a driver? Is there a map?)
- ✓ Whom do I ask for/speak to when I get there?
- ✓ What identification do I need to carry?
- ✓ What medical insurance documentation do I need?
- ✓ What should I avoid?

GOOD PRACTICE

Information about handling major medical emergencies.

Information provided to spouses/partners for dealing with major medical emergencies should answer these questions.

- ✓ What do I do if my child needs immediate hospital treatment?
- ✓ Who should I notify at Center headquarters? Is there a crisis number?
- ✓ Where do I go?
- ✓ How do I get there? (Is there a driver? Is there a map? Is there an ambulance service?)
- ✓ How will I find the emergency department? Whom do I ask for/speak to when I get there?
- ✓ What identification do I need to carry?
- ✓ What medical insurance documentation do I need?
- ✓ What should I do if the hospital seems unable to cope? Or if I have to arrange specialist treatment?

GOOD PRACTICE

Information about handling personal security issues.

The advice provided to spouses/partners for dealing with personal security issues should answer these questions.

What do I do if:

- ✓ I see someone breaking into my car?
- ✓ I see someone strange in my yard?
- ✓ I get car-jacked?
- ✓ I get mugged?
- ✓ I am involved in a car accident and someone is injured?

11 A more comprehensive structure for Information Resources is presented in the Sample Practice “Pre-appointment Initiatives”.

PROVIDING A RANGE OF SUPPORT SERVICES TO SPOUSES/PARTNERS

12 In addition to the general support provided by HR to spouses/partners, HR should also provide specialist services, particularly for:

- facilitating the acquisition of visas/work permits;
- providing advice on potential employers in the district; and
- publicizing employment and consultancy opportunities within the Center.

PROVIDING SUPPORT AND GUIDANCE TO SPOUSE/PARTNER COMMITTEES

13 The role of spouse/partner committees is explained in the Sample Practice “Spouse/Partner Committees”. As the sample practice explains, there has to be a strong, interactive relationship between this committee (or committees) and HR.

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SPOUSE/PARTNER COMMITTEES

1 A broad range of options exists for supporting spouses/partners, many of which are listed in the Sample Practices, some of which have been developed by individual Centers to meet unique needs. However, there are still questions about “who will do all this supporting?”. In other words, who is going to:

- acquire information about duty stations, entitlements and employment opportunities;
- identify sources of language training or cultural orientation;
- look after invitations to seminars, social functions; or
- collect CVs and competency summaries for circulation to meet potential consulting needs?

2 For many of the above questions, the answer is (or could be) “the Center’s HR group”. Obviously this would represent a substantial workload, particularly when accommodating not only headquarters spouses/partners but also their counterparts at regional and country stations. In some cases and for some issues, there may be a more effective solution: form a spouse/partner committee.

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BENEFITS OF A SPOUSE/PARTNER COMMITTEE

3 Peer support – The principal benefit of a spouse/partner committee is peer support for spouses and partners. For some issues, it may be more comfortable for a spouse/partner to seek advice/information from a peer, rather than tracking down the right HR person and finding a mutually convenient time to meet. For other issues, HR would be the principal source of expert (and binding) advice.

4 Personal experience – Members of a spouse/partner committee can provide a lot of information/advice based on personal experience, coupled with high empathy for the enquirer’s situation. Locally recruited HR staff members may not readily appreciate some of the challenges faced by an expatriate spouse/partner, because they have never personally experienced those challenges. Internationally recruited HR staff members may not readily appreciate some of the challenges faced by local spouses, again because they have never personally experienced them.

5 Intellectual resource – A spouse/partner committee is potentially a powerful intellectual resource. Scientific organizations are staffed by people with training ranging from scientific PhDs, through masters degrees in science and administration, and bachelors degrees and technical certificates in science/technology or the administrative equivalent. Often their spouses have similar levels of training.

6 Latest information – A spouse/partner committee tends to have the latest information. This is interlinked with the “personal experience” issue above. Knowledge gained from an enquiry (e.g. about employer requirements) yesterday can be shared with peers tomorrow.

7 Cultural understanding – Spouse/partner committees foster cultural understanding. It is one thing to sit through a lecture about national or regional cultural issues at one’s duty station. It is far more enlightening to associate with peers drawn from different cultures, and to have the opportunity to ask questions that will forestall potential cultural misunderstandings.

RELATIONSHIPS WITH HR

8 A spouse/partner committee must be careful not to usurp the role and responsibilities of HR. There needs to be a collaborative relationship in which:

- the spouse/partner committee seeks advice from HR on policies, practices, etc., that influence spouse/partner issues, and
- acts as a communication channel to HR, feeding back information its members have acquired about employment, professional development, life on-station (particularly in smaller, more remote duty stations), and emerging problems within the spouse/partner community.

9 This requires some form of agreement – perhaps documented through TORs for the committee – about the division of labor and responsibility between HR and the committee. Having established this agreement, it then needs to be interpreted flexibly. It should be a foundation for action, not a constraint on action.

SUPPORTING THE COMMITTEE

10 Obviously a lot of the technical support (e.g. information about administrative policies and practices) would come from HR. In return, the committee’s activities should save HR a reasonable amount of work that it would otherwise have to do within its own resources, e.g. investigations into local employment opportunities, local family facilities, local professional development

opportunities, etc. Note that, in this context, “local” refers to opportunities unique to every duty station, not just headquarters.

EMPLOYING A COMMITTEE COORDINATOR

11 Notwithstanding the support from HR, the committee will need someone to coordinate its activities. In a large city this might require effort equivalent to a part-time job. In such circumstances, Centers might be wise to employ one of the spouses/partners as committee coordinator. The coordinator would not only coordinate activities at headquarters but would also be the link to smaller sub-committees established at regional and country stations. The coordinator would be expected to report periodically on spouses’/partners’ difficulties, solutions and emerging issues to, say, the Director of Corporate Services (or equivalent).

12 The committee also requires other facilities/resources, e.g. access to meeting rooms, seminar facilities, photocopying, etc. Spouses/partners might also need access to services such as Internet, which might best be coordinated through the committee. It makes sense for the Center to provide these facilities/resources, many of which (e.g. meeting rooms) would cost the Center little.

13 Finally, Centers should consider the desirability of providing seed funding for certain initiatives proposed by spouse/partner committees. These initiatives would have to be judged on their merits and in the context of the Center’s financial position. However, precedents exist within the CGIAR (e.g. the IITA Community Resources Center; the IRRI Family Services Center) that have been very successful in meeting spouse/partner needs.

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RECOGNIZING THE LIMITATIONS OF A SPOUSE/PARTNER COMMITTEE

14 While a spouse/partner committee can be an excellent resource for meeting spouse/partner needs, typically it is not useful for assisting with individual problems of a personal nature, such as loneliness or depression. Consequently Centers need to consider options for a “help-line” for such problems.

15 An Employee Assistance Program which also accommodates spouses/partners/family is probably the best option. This is a specialized service to staff (and, desirably, spouse/partner/family) that typically provides short-term, professional and confidential counseling, and addresses issues such as emotional or physical abuse, changing careers, coping with change, depression, emotional stress and anxiety, family relationship issues, financial problems, grief and bereavement, low self esteem, managing conflict, marriage and family problems, midlife crisis, relationships with co-workers, stress

management, substance abuse (including alcohol and tobacco abuse), and workload management.

16 However, if the Center does not have such a program, what should the spouse/partner in difficulties do (who should she/he see, or telephone)? Has she/he been given any information by the Center about what to do in such circumstances?

GOOD PRACTICE

- ✓ establish a spouse/partner committee with clearly defined TORs and inter-relationship with HR function;
- ✓ encourage spouse/partner sub-committees at regional and country stations;
- ✓ consider appointing a spouse/partner as committee coordinator, perhaps on a part-time contract;
- ✓ provide facilities to support committee operations;
- ✓ consider providing modest seed funding for worthy initiatives.

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PRE-APPOINTMENT INITIATIVES

1 As a general principle, potential recruits and their spouses/partners need to be provided with as much information as possible about their Center and their duty station prior to interviews. The overall objective is to:

- ensure they are ***as aware as possible*** about life at the Center and the duty station, to facilitate their decision whether to accept an offer of appointment or not, and
- to ***minimize the surprises*** they may face on arrival at the duty station that might undermine their enthusiasm for, and commitment to the new role and life.

VISIT TO DUTY STATION

2 Ideally, expatriate and distant applicants should be interviewed at the duty station. Failing that, the interview process should include a visit to the duty station. Candidates should be ***strongly*** encouraged to take their spouses/partners on that familiarization visit. Otherwise the “no surprises” (on arrival) rule is likely to be seriously violated, possibly compromising the success of the appointment.

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INFORMATION RESOURCES

3 Perhaps the single greatest resource to a potential recruit and her/his spouse/partner is information about life at the duty station. The Center needs to provide a comprehensive information resource (booklet, Web site, DVD, etc.) ***for every duty station*** covering topics spanning:

- family issues;
- community issues;
- occupation issues; and
- recreation issues.

Carefully presented, this can be a valuable marketing tool for the Center. It can also remove unjustified concerns or prejudices that candidates and their spouses/partners might have about life at the duty station.

FAMILY ISSUES

4 The family issues section of the Information Resources needs to answer questions on the following:

- **climate:** are there weather extremes? What type of clothing is needed?
- **currency and costs of living:** what is the local currency and the current conversion rate? What is the inflation rate in the country? What is the best way to handle banking? What will be the general living expenses?
- **short-term housing:** what is provided by the Center in the short term, for how long, and at what cost?
- **ongoing housing:** what options are available (apartments, houses, etc); what are the typical arrangements (length of leases, costs, etc); what are the preferred areas (if any); how does one find accommodations (direct, through agents); what assistance does the Center provide in this process?
- **health care:** what medical services are available (include names, locations, contact numbers, range of services offered, etc.)?
- **education:** how is the country's education system structured; what schools are available (with names/locations/contact number/s, range of ages accommodated, cost of fees, etc.)?
- **security:** what is the personal security situation at/within the vicinity of the duty station? What precautions do staff/spouses/partners/children need to take?
- **child care:** what is available in terms of long-term child-care, occasional child care, etc)?
- **domestic staff:** is it proper to engage people to work as housekeepers, cooks, nursery-maids, porters, gardeners, housemaids, security staff, etc., and what sort of salaries and conditions do such staff expect?
- **domestic services:** what are the sources of services other than those provided by a landlord, such as security, electrical, plumbing, telephone, car repair and appliance repair?
- **transport services:** what is available in the way of buses, taxis, etc.?
- **emotional support:** what services or support exist for people who need professional advice on dealing with emotional issues such as loneliness? Does the Center have an employee assistance program, and does it accommodate spouses/partners/children?

COMMUNITY INFORMATION

- 5 This section of the Information Resources needs to cover the following issues:
- **languages:** what national language/s are spoken in the vicinity of the duty station? Where can one use English/French/Spanish?
 - **cultural issues:** what are the important local cultural issues? What are the local attitudes to significant or sensitive issues?
 - **religions:** what are the predominant religions? Where are the main places of worship?
 - **official identification:** what official identification is needed (identity cards, driver's license, passport, etc.) and where should one carry them (or not)?
 - **personal transport:** what are the local road rules (e.g. what side of the road is driven on), and to what extent are they observed/ignored? Is it preferable to have a local driver?

- **community services:** where are the banks, post office, police stations, etc?
- **shopping:** where do you go to acquire various household items? Are any items scarce or hard-to-get? What are normal shopping hours?
- **national/local holidays:** what are they, and when are they?
- **spouse/partner committee:** does one exist? What does it do, and when does it meet? How does one get involved?

OCCUPATION INFORMATION

- 6** This section of the Information Resources needs to cover the following issues:
- **employment:** what is the employment situation both external to and within the Center? What visas/work permits are required? What sort of work is possible at the duty station (or in high demand)? What options might be available for employment by the Center (full-time, part-time, consultancies, etc.) and how can this be pursued?
 - **setting up a small business/enterprise:** is this possible/feasible, and what are the main issues (e.g. legal) to be considered?
 - **education:** what institutions exist at the duty station for a spouse/partner to continue formal studies? What support does the Center provide (e.g. invitations to seminars; access to libraries, computers, etc)? How can one arrange local language training?
 - **volunteering:** is this possible? What opportunities/needs exist? How does one pursue this interest?

RECREATION INFORMATION

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- 7** This section of the Information Resources needs to cover the following issues:
- **cultural events:** what are the major events that characterize the spiritual, material and intellectual features of the society of the country where the duty station is located? When do they occur?
 - **entertainment:** what facilities exist in terms of theatres and similar venues? What sort of entertainment do these facilities provide, and when? Are there concerts, choirs and/or orchestras? What night life exists (and is there any special care that should be taken)?
 - **sports:** what sporting facilities and clubs exist in the vicinity of the duty station? How does one join? What other outdoors activities have been established, e.g. horse-riding, bush-walking, etc?
 - **travel:** what are the local attractions/nearby attractions/distant attractions?

8 In some locations, the Center needs to provide everything in the way of information. In other locations, complementary guides may exist that have been prepared by such organizations as:

- nearby UN agencies, NGOs, etc.;
- nearby embassies;
- local associations (e.g. The American Women's Association in Penang); and/or
- information available on the internet about the location.

9 Candidates and their spouses/partners also need information about their formal entitlements. Although these usually are specified in the Center's Personnel Policy Manual (or equivalent), in this case they should also be presented in a "reader-friendly" style, rather than in bureaucratese.

PREPARATION

10 Typically the information guide would be produced either by Center HR or by the spouse/partner committee (where one exists), working in collaboration. If the former approach is used, it is essential not only to get spouse/partner feedback on the first edition of the guide, but also to seek spouse/partner suggestions about updating information.

TIMELINESS

11 This could be made available as a printed guide, Web site or a DVD. CIAT and IRRI for example have prepared wonderful DVDs and videos that can be shared with families in advance of their arrival. The essential criterion is for it to have as much information as possible, as current as possible. Therefore the guide should be regarded as a living document and kept updated.

PERSONAL ADVISER

12 It is very helpful to have someone on hand during the interview visit to answer questions about life at the duty station. The best option is to have someone who currently lives there and already has set up a home at that duty station. Failing that, someone who has lived there in the past could be a reasonable substitute.

RE-THINKING RECRUITMENT EXPECTATIONS

13 It is common for some Centers to assume that:

- a short-listed candidate will accept a job offer if she/he is brought to the Center for interview, and
- any unresolved spouse/partner issues can be "fixed" after the couple/family arrive at the duty station.

14 Practical experience suggests that this is not a realistic expectation. First, uncertainty about unresolved spouse/partner issues could well be the deciding factor in the preferred candidate's decision to reject a job offer. Second, the couple's negotiating power is significantly diminished after they arrive at the duty station. There is less pressure on the Center to go out of its way to accommodate unresolved issues to the couple's satisfaction, particularly if the solutions might constitute a precedent. In such circumstances, the couple's only option might be to resign the position. This would be at great cost both to themselves and the Center. The Center would not only have to recruit a replacement staff member, it would face a significant delay in proceeding with relevant projects.

CAUTION

Do not assume that candidates will accept job offers before all spouse/partner issues are fully resolved.

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SETTLING INTO A NEW DUTY STATION

1 Settling in to a new city or town is a challenging experience that is easily underestimated by people who have moved several times or who already have adapted so well that the new location has become “home”. It is hard to comprehend the breadth and diversity of issues confronted by a newcomer.

CURRENT PRACTICES ACROSS CENTERS

2 Many Centers have established practices to facilitate the settling-in process. According to the spouses/partners themselves, it is especially important to provide newcomers with:

- a Center representative to meet them on arrival, assist with any immigration issues and transport them to their accommodations;
- a welcome to the Center;
- temporary accommodations, including necessary furnishings and equipment pending arrival of the family’s own possessions;
- an experienced “buddy” to assist with settling in and provide information and advice, etc;
- maps of the city and country;
- a tour of the city/town, including the city center;
- a comprehensive guidebook to the city/town and its facilities;
- transport (e.g. a car and driver) for the initial settling-in period (e.g. six weeks);
- a loan to cover unexpected/immediate costs of settling in; and
- assistance in acquiring a work permit.
- In addition to providing the items listed above, spouses/partners identified two other significant needs:
- availability of a Center contact list for all spouses/partners (including e-mail addresses and telephone numbers) to facilitate invitations; and
- a centralized CVs database.

4 Finally, and perhaps most significantly, spouses/partners want their staff member spouse/partner to have sufficient time to assist with the settling-in process before embarking on duty travel. For all new staff members arriving with families, a six-week moratorium on travel is recommended.

INFORMATION RESOURCES

5 As explained in the Sample Practice Pre-Appointment Initiatives, the single greatest resource to a newly-arrived spouse/partner is a comprehensive, up-to-date guide to life at the duty station.

6 Similarly, other local organizations may undertake activities that would facilitate a newcomer's orientation. For example, the National Museum of Kenya runs an excellent cultural orientation program for newcomers to the country.

7 In many cases this information (or much of it) may already have been provided during the recruitment/interviewing phase. However, it is desirable to reissue the guide (or a more expansive version) when the couple arrives at the duty station, particularly as there may have been amendments/updates since they received the original.

LANGUAGE TRAINING

8 Spouses/partners will find life in a new environment far less challenging if they can speak the local language. It is in a Center's interest not only to offer to pay the cost of appropriate language training, but also to identify suitable trainer/s for each duty station.

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NETWORKING

1 Some spouses/partners come to the Center from overseas; some come from a considerable distance within their home country; some are locals but nevertheless face considerable social challenges. Some may be able to make new friends very easily while others find it very difficult and are at risk of becoming isolated.

2 Assuming that effective processes have been established for both the pre-interview and settling-in phases of a couple's association with the Center, the next phase is to facilitate networking. There are various potential contributors to this phase:

- the spouse/partner committee (assuming one has been established);
- the Center itself;
- resources in the external community.

SPOUSE/PARTNER CONTACT LIST

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3 First and foremost, it is essential to have a current list of spouses/partners and their contact details, so that they can be invited to a diversity of social, professional and educational occasions. Unfortunately, Centers in countries with security problems may determine it unsafe to circulate such lists. They will need to develop alternative ways of sharing contact details.

OPPORTUNITIES

4 In some cases the social occasions are “public”, such as Center events involving scientific visitors or distinguished guests or programs for welcoming newcomers. There also may be events organized by the spouse/partner committee, perhaps on a regular basis, to promote interaction across the spouse-partner community. Whatever the reason, these occasions provide excellent opportunities for networking and making contacts in diverse areas of interest or assistance.

5 Depending on the nature of the occasion, the Center may be able to assist in some way by, for example, providing a meeting room or lecture hall. Such

support will be of great assistance to the group holding the meeting while not requiring any financial outlay on the Center's part.

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PROFESSIONAL DEVELOPMENT

SCIENTIFIC SEMINARS

1 Diverse opportunities exist at Centers for facilitating the professional development of spouses/partners. Spouses with technical background could be interested in the extensive program of scientific seminars hosted by Centers. These seminars also provide the stimulation of conversations with scientists/researchers in the audience, and help avoid a sense of professional isolation. The financial cost of including spouses/partners in the seminars would be zero; there simply would be a few more people in the audience.

ACCESS TO LIBRARIES, COMPUTING SERVICES, ETC

2 Centers can provide spouses/partners with access to libraries and other information resources at very little cost. Access to computing facilities would be essential in many locations.

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OTHER SEMINARS AND PRESENTATIONS

3 Centers may also conduct seminars from time-to-time on issues that are social rather than scientific in nature. One obvious example is the topic of HIV/AIDS. Several Centers have conducted seminars not only on their policies but also the latest developments on HIV/AIDS issues. Spouses/partners can become involved by supporting people in their community suffering from HIV/AIDS and could derive considerable benefits from sitting in on relevant seminars/lectures at their Center.

FINANCIAL SUPPORT FOR FURTHER STUDY

4 Centers can also consider financial support for spouses/partners undertaking further study, particularly if it is broadly relevant to Center activities. While the direct benefit to the Center might be hard to quantify, there is likely to be an indirect benefit in terms of both the spouse's/partner's and the staff member's sense of engagement with the Center.

5 This support is very important for expatriate spouses, particularly those who have put their professional careers on hold because they are not eligible for

employment at the duty station. Some may be in a position where they wish to initiate or complete studies for PhDs or master's degrees.

6 While this type of support would be especially adopted for expatriate spouses, it is important to not overlook the desirability of providing similar options for support for distant and local spouses.

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EXTERNAL DEVELOPMENT

1 A Center can provide two principal services to facilitate the employment of spouses/partners outside the Center:

- assistance in acquiring visas/work permits;
- advice regarding potential employers.

2 The first service is needed only for expatriate spouses/partners. The second should accommodate both expatriate and distant spouses. Local spouses would have no need for special support on this item.

3 G&D also has taken initiatives to provide support to facilitate employment of spouses/partners.

ASSISTANCE IN ACQUIRING VISAS/WORK PERMITS

4 This is the critical requirement for success with external employment. If an appropriate visa/work permit cannot be obtained (or cannot be obtained promptly), all avenues of external work are blocked.

5 Many Centers provide this assistance to spouses/partners after they have arrived at their duty station. However, this can be time-consuming and, in some cases, there is no guarantee of approval. One major improvement would be to secure the spouse's/partner's appropriate visa/work permit prior to arrival at the duty station.

6 Centers can work with host governments to establish a principle that when a staff member is appointed, it is a normal consequence that her/her spouse/partner will be provided with a work permit. Thus the visas/work permits for the couple would be processed as a package, early in the appointment process.

7 Establishing such a principle would certainly result in smoother acquisition of the spouse's/partner's work permit. It would also remove a degree of uncertainty for the spouse/partner whose employment status would not be subject to vagaries or delays with local arrangements for processing work permit at the duty station location.

ADVICE ABOUT POTENTIAL EMPLOYERS

8 Rather than deal with spouse/partner needs for information on a case-by-case basis, it would be helpful for each duty station to establish a database of potential employers. Typically this would be the larger and most likely employers at the duty station. The register should include features such as:

- the name of the employer, its location/s, proximity to the Center and any need or for special transport;
- types of jobs available with that employer;
- the various disciplines/competencies sought;
- the principal language in the workplace;
- contact names and phone numbers for that employer;
- the names of spouses/partners currently working for, or who have previously worked for, that employer.

It could also include links to job databases already established by other organizations.

9 The above list is not exclusive. Centers may well wish to add other features to their database/s. Current spouses/partners should be able to suggest additional features.

10 This database should be dynamic, reviewed and updated regularly in consultation with spouses/partners. This is a good example of the sort of activity that could be undertaken very effectively by the spouse/partner committee.

11 When recruiting new staff, Centers can then consult these databases when sending information packages to potential candidates. There is not much point in telling prospective candidates that the Center facilitates the acquisition of work permits for spouses/partners if, in reality, there are no likely employment prospects at the duty station.

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FACILITATING A SMALL BUSINESS OR ENTERPRISE

1 In countries with high unemployment levels, the host government might not be sympathetic to providing work permits to expatriate spouses/partners. However some Centers have discovered that permission can be acquired for spouses/partners to set up their own businesses.

2 This creates a range of opportunities, particularly for spouses/partners with an entrepreneurial flair and/or special skills or interests. Potential businesses range from commerce to professional services.

PROVIDING ASSISTANCE WITH ESTABLISHING A SMALL BUSINESS OR ENTERPRISE

3 A Center wishing to suggest this option needs to provide a comprehensive range of information to help spouses/partners decide on the viability of the enterprise. They will need to be briefed on:

- all aspects of relevant business/employment legislation (noting there may be language barriers);
- the various business permits and approvals required and their costs;
- potential opportunities;
- potential pitfalls.

In some countries there are specialists, usually local lawyers, who can assist foreigners with these issues.

4 The Center also will need to facilitate acquisition of the type of visa/permit required, accompanying and assisting the spouses/partners as they work their way through local bureaucracy, acquiring necessary business approvals and permits.

5 The Center also needs to identify:

- relevant business associations and networks, so that the spouse/partner is not disadvantaged by delays in acquiring this knowledge;
- sources of any necessary seed funding for the business; and
- potential premises for setting up the business.

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EMPLOYMENT AT THE CENTER

KEY ISSUES AFFECTING CENTER-EMPLOYMENT OF SPOUSES/PARTNERS

Expatriate spouses/partners

1 There is often a perception that expatriate spouses/partners – particularly of internationally recruited staff – are in a privileged position. Their family incomes and perks are not only quite superior to the average in the country where they are located, they are also superior to those of their support staff.

2 However, when it comes to employment in a foreign country, expatriate spouses/partners are often in an exceptionally disadvantaged position:

- they may not have a work permit;
- even if they do have a work permit, they may be excluded from nationally recruited positions at their Center if the host country agreement requires nationally recruited staff to hold citizenship of that country, not just a work permit;
- there may be very limited opportunities to engage in their profession or discipline, other than at their spouse's/partner's Center;
- even where the above factors are not an impediment, expatriates may not speak the local language or not speak it well enough to function effectively in a local workplace; and
- there may be significant cultural barriers (e.g. the acceptability or otherwise of women in the workforce) to taking up work in the duty station country.

3 Consequently they become “trailing spouses” – spouses whose own professional careers, maintenance of professional skills and access to professional development and networking have to be put on-hold indefinitely. This is not a recipe for long-term happiness.

4 In recognition of the circumstances above, several Centers have created direct (i.e. non-competitive) employment opportunities at the Center for spouses/partners. However “special employment” systems created solely for expatriates have potential to cause considerable dissent among nationally

recruited staff. This is particularly the case where there are high levels of unemployment in the duty station country, especially in cultures where the breadwinner typically supports not only her/his immediate family but also her/his extended family.

Distant spouses

5 Local employment can also be difficult for distant spouses/partners – the spouses/partners of nationally recruited staff who have moved to the duty station from a significant distance. They may be unfamiliar with local employment opportunities, they may have left behind their local professional networks and they may have professional, technical or administrative training for which there is little or no demand in the vicinity of the duty station. Consequently, if they have training and skills that the Center could gainfully employ at the duty station, Centers should consider possibilities for their direct appointment.

Local spouses

6 Local spouses/partners of nationally recruited staff – those who were already located at, or in the vicinity of, the duty station – face fewer impediments to employment than either expatriate or distant spouses. However, if they are located in an area where there is little or no demand for their professional, technical or administrative skills, and if the Center could gainfully employ them at the duty station, it makes sense to consider possibilities for direct appointment.

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Accommodate all spouses, not just expatriate spouses

7 Consequently, where non-competitive appointments and consultancies are part of a Center's set of options to accommodate spouses/partners, the policies should accommodate distant and local spouses as well as expatriate spouses.

OPTIONS FOR CENTER EMPLOYMENT

8 The principle options for employing spouses/partners at a Center include the following (which are explained further in Tips and Tools):

- direct appointment – the selection of spouses/partners to fill an ongoing position, without competition;
- Consultancies
- Fellowships;
- Appointment to advertised vacancies;
- Couple appointments

CREATING A DATABASE OF SPOUSE/PARTNER CVS AND COMPETENCY SUMMARIES

9 From time to time, Centers need to make short-term appointments or consultancies, often at short notice. Given the typically high standard of education and training of international spouses/partners, and national spouses/partners of nationally recruited professional staff, it is quite likely that some of those needs could be met from within the spouse/partner population. However, if a Center has no structured record of spouses'/partners' competencies, it makes it difficult to tap this potential resource.

10 Accordingly, such Centers should consider establishing a database of spouses'/partners' competencies relevant to their potential needs that also can include abbreviated cvs. The key is to make these databases simple to search, otherwise people will not use them.

ALERTING SPOUSES/PARTNERS TO CONSULTANCY OPPORTUNITIES AT THE CENTER

11 If a Center is able and willing to offer consultancy opportunities to spouses/partners, the question arises as to how spouses/partners can find out about these opportunities.

12 Some form of direct contact between the Center and the spouses/partners is desirable. It is not sufficient to send out a broadcast e-mail to all staff, on the assumption that the content will be relayed to interested and eligible spouse's/partner's by the staff member (i.e. the spouse's spouse). If the staff member is absent on lengthy duty travel, the spouse/partner finds out too late.

13 However, if the Center has established a database, Center staff can scan the database for a match between consultancy requirements and spouse/partner competencies and contact possible matching spouses/partners directly.

14 Another option is to create an e-mail list of spouses/partners interested in consultancies. A broadcast e-mail to Center staff about a consultancy could be broadcast to members of the spouse/partner list at the same time.

SPOUSE/PARTNER WORKING RELATIONSHIPS

1 There are some long-accepted practices governing the employment of spouses (note: the term partner” has been deliberately excluded from this part of the discussion). One of these is that staff members shall not supervise or be supervised by a related staff member. One consequence of this is that, in the event of staff members marrying while in Center employment, neither shall supervise the other. There are several good reasons for this practice.

2 First, it avoids the risk of one spouse being seen by teammates as receiving privileged treatment (e.g. in work assignments, evaluation, recognition, rewards and/or career development opportunities) from the other spouse. Thus the professional reputations of both spouses are protected.

3 Second, it avoids the risk of the more senior spouse being seen by his/her team to be applying bias in favor of the other spouse. Thus the leadership, authority and professional reputation of the more senior spouse is protected.

4 Third is a potential consequence of the second point above: it avoids the risk of the more senior spouse feeling obliged to treat his/her spouse less favorably than the latter might justify in the opinion of an independent supervisor.

IS A RIGID PRACTICE NECESSARILY A GOOD ONE?

5 Despite the very good reasons above for avoiding a supervisory relationship, we need to recognize that some married couples (and, for that matter, unmarried partners) may already have developed a very productive, professional working relationship prior to applying for a Center position. Consequently rigid application of the “non-supervisory relationship” rule may bar us from recruiting a talented team (unless they are to be of equal status in their workgroup).

6 Consider also the case where two people may have worked together professionally and very productively within a Center prior to forming their personal relationship. It does not make sense to break up a productive, professional team just because they decide to marry.

7 Consider also the parallel situation where the two people in a supervisory relationship form a strong personal relationship but decide to remain partners rather than marry. Provided that:

- they remain productive individually,
- they do not demonstrate counterproductive behavior in the team, and
- they do not transgress the rules of impartiality in relation to evaluation, rewards, etc.,

then most people would regard their formal relationship as quite secondary to their value to the team. In this case, the issue of requiring one or the other to move to a different team probably would not arise, particularly as they were not married. Consequently, they would be treated more favorably than if they married, which further undermines the logic of arbitrarily banning married people from reporting to each other.

BEWARE THE QUAGMIRE

8 The more one considers this issue, the more it resembles a quagmire. To overcome the differential treatment of unmarried versus married couples outlined above, management might require a declaration from staff members who form a serious personal relationship. If they decline to provide one, management might be forced to say “we are aware that you two are in a (serious) relationship; since there is a supervisory relationship between the two of you, one of you must now elect to move to a different program.”

9 However there may not be a suitable alternative program. Both might refuse. Management usually has the option to compulsorily transfer one to a different work area, but this could lead to a very unpleasant grievance from the disadvantaged partner and, quite possibly, ultimately the resignation of the other.

10 Consequently there are potentially some very negative consequences of the long accepted practice of barring spouses being in a supervisory relationship. The practice does not sit comfortably in a world where an increasing proportion of couples are not formally married.

An even bigger quagmire

11 Spouses in a supervisory relationship are simply one example of how inappropriate influence might be brought to bear either within the couple or in the broader team. There are others: extended family relationships, community-based relationships, even the “old boy” network!

12 We tend not to have arbitrary rules to cover these possible situations, simply because it is too hard to define every conceivable relationship, let alone readily identify it in the workplace. At what point does a set of sound professional relationships between peers become an “old boy network”, with all that implies about behavior that promotes favoritism and excludes non-members? Using the same principles outlined above, we tend not to worry about these relationships or their potential impact, provided that:

- the people remain productive individually,
- they do not demonstrate counterproductive behavior in the team, and
- they do not transgress the rules of impartiality in relation to evaluation, rewards, etc.

13 Spouses and, to a lesser extent, partners are an easily identified group for focusing concern about potential inappropriate behavior, simply because we know that the relationship exists. However in organizations where widespread potential exists for other, similarly influential relationships, it does not seem sensible to have an arbitrary ban applying only to the most easily identifiable group among many.

RECOMMENDATION

14 G&D recommends that Centers:

- review the appropriateness of arbitrary bans on spouses/partners working in a supervisory relationship, and
- treat each situation on its own merits, identifying potential risks and options for managing those risks appropriately.

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EMPLOYING OF A DG'S SPOUSE/PARTNER

1 This is a critical issue, not only for Directors General currently in the CGIAR, but also for the CGIAR's potential to recruit Directors General in the future. Many potential DG-candidates are likely to be married or in a partnership, and it is quite likely that their spouses/partners also have a prominent professional career.

2 It follows that, unless the spouse/partner can gain rewarding employment where the Center's headquarters is located, many good candidates will be filtered out of the selection process. This is particularly significant for potential women candidates for Director General positions. Consequently, it is a strategic issue for the CGIAR as a whole, since women are seriously under-represented among the ranks of Directors General.

3 However, because of a Director General's sweeping powers to approve appointments, consultancies, fellowships, salaries, rewards and other benefits, there are serious impediments to the employment of the Director General's spouse/partner within the Director General's own Center. These impediments essentially relate to perceptions of fair treatment (or otherwise). Nevertheless, they remain a problem for management (i.e. Director General and Board) because, unless managed sensitively, they have the potential to undermine the Director General's credibility with her/his staff.

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OPTIONS FOR EMPLOYING THE SPOUSE/PARTNER OF A DIRECTOR GENERAL

4 These options are essentially the same as for any spouse/partner, i.e. external appointment, direct appointment, consultancy, fellowship, etc. In all options, the same basic principle is applied: the Director General does not become directly involved in any aspect of her/his spouse's/partner's employment.

5 These options exist in a clear sequence of preference, as follows.

Highest preference: appointing the spouse/partner to another organization

6 The most desirable solution is for the spouse/partner to find employment with an organization other than the one that is recruiting the Director General, prior to the Director General taking up her/his appointment.

7 In some cases this employment could be with an organization external to the CGIAR. Alternatively it could be at another CGIAR Center with the spouse/partner perhaps located in the same city (or, possibly, the same site) as the Director General.

8 Both these options require the (Director General) selection committee (or its agent such as a recruitment consultant) to liaise with the spouse/partner of each short-listed candidate as early as possible in the recruitment process, and certainly no later than immediately prior to interviews. The selection committee needs to find out the spouse's/partner's employment aspirations and investigate the options for meeting those aspirations at the Center headquarters location.

9 Whichever employer option/s for the spouse/partner seem most suitable, the initiative lies with the (Director General) selection committee to approach that organization and to facilitate the appointment of the spouse/partner. This step might need to be taken before the Director General designate's appointment can be finalized. That is, the satisfactory accommodation of the spouse/partner may be a critical issue in the candidate's decision whether or not to accept the Director General position.

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Second preference: appointing the spouse/partner within the same Center

10 The next most desirable solution is for a joint appointment, i.e. for the spouse/partner to be found employment within the same Center where the Director General is being recruited. Again, this should be arranged prior to the Director General designate accepting her/his appointment. In this context, "joint appointment" could include an ongoing appointment of the spouse/partner, or the award of an appropriate consultancy or fellowship.

11 As with the previous option, the initiative lies with the (Director General) selection committee to identify a suitable employment option for the appointment of the spouse/partner, and to arrange all approvals without involving the Director General designate. With this option, the Board Chair would be required to approve the appointment of the spouse/partner, including all salary and conditions issues.

Using these options as a recruiting tool

12 If a Center is prepared to offer the options described above, it makes sense to mention this in the position announcement for the Director General position. First, it makes the position more attractive to many candidates. Second, this transparency minimizes the possibility of later criticism that the Director General appointee and her/his spouse/partner received privileged treatment.

Other options

13 In some cases it may not be possible to arrange suitable employment prior to the Director General taking up her/his appointment. This then requires approving options for after the Director General takes up her/his appointment.

14 The full range of “direct” options exists: direct appointment, consultancy or fellowship. However the Director General should be kept out of the chain of approval. Comprehensive documentation relevant to the type of appointment should be compiled by the section head for whom the spouse/partner would be working, in collaboration with the head of HR. This documentation should include all details relating to compensation and conditions, and the section head should sign the recommendation for the spouse’s/partner’s appointment.

15 This recommendation, together with all normal supporting documentation, should then be sent directly to the Board Chair for approval or otherwise.

16 If the Director General’s spouse/partner applies for an advertised vacancy, her/his application shall be treated solely on its merits – the extent to which she/he meets the competency requirements for the vacancy and whether her/his merits exceed other candidates. The spouse/partner shall go through the same selection process as all other candidates. However:

- if the spouse/partner is not recommended for appointment, the sections of the selection report dealing with her/his candidature shall be held on a separate, confidential file; and
- if the spouse/partner is recommended for appointment, the selection report (together with all normal selection documentation) shall proceed straight from the chair of the selection panel/head of HR to the Board Chair for decision.

OTHER MANAGEMENT ISSUES AFFECTING THE SPOUSE/PARTNER

17 Over time, it would be expected that the spouse/partner would be eligible for consideration of action such as promotion, financial and other rewards,

eligibility to attend conferences or other professional development activities. As a general principle for dealing with these issues:

- the Director General would abstain from any review committee discussion of these issues, and
- where the review committee endorsed a particular benefit (e.g. promotion, performance reward, etc.) the recommendation would be forwarded directly to the Board Chair for decision, together with details of the committee's assessment of the merits of the recommendation.

18 If the Center's decision processes did not involve a review committee, but followed a unilateral recommendation from a supervisor, the supervisor's recommendation would be forwarded directly to the Board Chair for decision. In such circumstances, the head of HR might need to brief the Board Chair on relevant issues to enable the Board Chair to make an informed decision.

19 This approach provides reassurance to the Center at large that:

- the Director General cannot influence decisions to the benefit of her/his spouse;
- the Director General is not involved in the final decision-making process; and
- any performance/development benefits received by the spouse/partner have been decided on their merits.

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IMPLICATIONS OF A DIRECTOR GENERAL MARRYING A STAFF MEMBER

20 If a Director General marries a staff member (or forms an equivalent partnership), the following initiatives should be taken:

- if the spouse/partner was previously responsible to the Director General in a direct line relationship, alternative arrangements should be introduced for supervising the spouse/partner. Because of the scope of the Director General's administrative powers, this is one case where we recommend that the arbitrary rule of spouses not working for one another should apply; and
- the provisions described in "Other Management Issues Affecting the Spouse/Partner" should be implemented.

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FAMILIES LIVING APART

1 Despite concerted efforts by Centers to accommodate spouses/partners, there will be circumstances where it simply is not feasible for families to live together at the staff member's duty station. Typically this is because of the spouse/partner's career commitments, inability to find appropriate employment in the host country and/or caring responsibilities for family members.

2 This seems to be a growing challenge for Centers – determining how to accommodate these situations. A Center's capacity to find suitable solutions is critical not only to retaining existing staff members who face this situation as their lives evolve, but also to recruiting new staff.

One possible solution: “family travel credit”

3 Centers generally have specific employment conditions for some staff members that include providing home leave, travel costs, etc., for the staff member and her/his spouse/partner and authorized dependents. These conditions provide the basis for a “cost neutral” solution that:

- ultimately costs the employing Center no more than the cost of a staff member's existing entitlements, but
- provides far more flexibility for a staff member living apart from her/his family.

4 The solution involves creating or extending employment conditions incorporating the following principles:

- if a staff member has entitlements to personal home leave travel, spouse home leave travel or dependents' home leave travel; then
- these entitlements can be converted to a nominal cash value and held as a “family travel credit”; and
- the family travel credit can be used at the discretion of the staff member for her/his and family members' travel.

5 Consequently the family travel credit can be used, for example:

- to enable the staff member to make more than one annual “home leave”* trip;

- to enable the staff member's spouse/partner to make more than one annual "home leave"* trip; and/or
- if the family is living apart, to enable the staff member's spouse/partner or dependents to undertake trips to the staff member's duty station.

*Note: the trips identified by * above need not be to the staff member's home base or duty station; they can be to some other location.*

Operating principles

6 The family travel credit cannot be converted to cash and must be used by the end of the staff member's appointment. If her/his appointment is renewed/extended, the deadline for using the family travel credit is extended similarly.

7 When the cost of travel for any trip/s exceeds the family travel credit, the staff member shall pay the amount in excess of the family travel credit.

8 If the staff member wishes to make more than one "home leave" (or "family reunion") trip in a year, this shall be taken within the normal time provision for home/holiday leave (e.g. x weeks per year), or as agreed with Center management (e.g. by seeking leave without pay).

9 The family travel credit typically accrues on a yearly basis. Each year's total credit must be used within 18 months of the accrual date.

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FUTURE DEVELOPMENTS

10 The family travel credit option currently is the only solution known to G&D that can readily be applied within the CGIAR. Consequently we will be monitoring future developments within and outside the CGIAR, and welcome suggestions for other options.

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TIPS AND TOOLS: MODEL POLICY

1 <Center> recognizes the strategic importance of accommodating spouses/partners for increasing its staff diversity and for retaining valuable staff. It recognizes the broad range of challenges confronting the spouses/partners of its staff members and is committed to delivering a comprehensive range of services and support to spouses/partners in a timely manner.

2 <Center> has established a framework of policies, practices and support services that:

- ✓ optimize the information and support provided to spouses/partners of candidates for positions, particularly if the duty station is located outside their country of origin or distant from their current location;
- ✓ facilitate spouses/partners in settling into duty stations;
- ✓ facilitate networking and professional development of spouses/partners;
- ✓ facilitate the external employment of spouses/partners; and
- ✓ provide options for the employment of qualified spouses/partners at <Center>.

3 These policies and practices are complemented by <Center>'s flexible workplace and work-life balance policies that enable staff members to optimize their time for spouses/partners and their families.

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DOMESTIC PARTNER AGREEMENT

The International Food Policy Research Institute (IFPRI) is one of the Centers that has developed a formal domestic partner agreement, its “Affidavit of Domestic Partnership”. Some other Centers are in the process of developing similar documents. IFPRI is headquartered in the USA, and its approach is strongly influenced by that country’s employment practices.

When a domestic partner agreement is introduced, there needs to be a companion document covering the situation if the partnership subsequently is dissolved. The IFPRI “Certification of Termination of Domestic Partnership” has been introduced for this purpose, and is also shown below.

IFPRI AFFIDAVIT OF DOMESTIC PARTNERSHIP

Employee Name _____

Domestic Partner Name _____

I submit this Affidavit of Domestic Partnership to identify my Domestic Partner and to certify his/her status for the purpose of any benefits that IFPRI may extend to Domestic Partners.

We, the undersigned, declare the following:

- ✓ We are both at least the age of consent in the jurisdiction in which we reside.
- ✓ We are each mentally competent.
- ✓ We are not related by blood in a manner that would prohibit legal marriage.
- ✓ We are not legally married to or the common-law spouse or domestic partner of any other person.
- ✓ We have a close and committed personal relationship.
- ✓ For at least twelve months proceeding the date of this affidavit, we have shared the same regular and permanent residence in a committed, spouse-like relationship and intend to do so indefinitely.
- ✓ We are jointly responsible for each other's welfare and financial obligations.

We certify the following: [check either box as applicable]

- ☐ We have a currently registered domestic partnership with a governmental body pursuant to the country, state or local law authorizing such registration.
- ☐ We are financially interdependent with each other and can prove such interdependence by providing documentation of at least two of the following:
- ✓ common ownership of real property or a common leasehold interest in such property
 - ✓ community ownership of a motor vehicle
 - ✓ a joint bank account or a joint credit account
 - ✓ designation as a beneficiary for life insurance or retirement benefits under partner's will
 - ✓ assignment of a durable power of attorney or health care power of attorney such other proof as is considered by IFPRI to be sufficient to establish financial interdependency under the circumstances of our particular case

We have provided true and accurate required documentation of our relationship. Each of us understands that we shall jointly and severally be liable for any expenses incurred or benefits provided by IFPRI, the insurer or health care entity as a result of any false or misleading statement contained in this Affidavit of Domestic Partnership. I (staff member) understand that I must complete all required enrollment forms to apply for Domestic Partner coverage. I (staff member) understand that I must file a Certification of Termination of Domestic Partnership with Human Resource Services within 30 days after the date on which any of the criteria of a domestic partnership relationship (as stated above) is not met.

Signature of Staff Member _____

Signature of Domestic Partner _____

Sworn before me this _____ day of _____, in the year _____

NOTARY PUBLIC _____

IFPRI CERTIFICATION OF TERMINATION OF DOMESTIC PARTNERSHIP

Employee:_____

Former Domestic Partner:_____

I submit this Certification of Termination of Domestic Partnership in order to cancel the Certificate of Domestic Partnership that I previously submitted.

I certify that my Domestic Partnership with my former domestic partner identified above ended on:

_____.

(Termination date or date of death)

I understand that my former Domestic Partner and his or her dependents will no longer be covered by IFPRI's benefits. I understand that they have the right to apply for the continuation of domestic partner benefits.

I will provide a copy of this signed Certification to my former Domestic Partner, if still alive, within 14 days.

Signature of Staff Member_____ Date_____

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Address of Staff Member_____

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THE IITA COMMUNITY RESOURCE CENTER

1 The International Institute of Tropical Agriculture (IITA) Community Resources Center (CRC) was founded by 15 spouses at IITA headquarters in Ibadan, Nigeria. Initially IITA provided an office and US\$15,000 in seed funding. Subsequently IITA provided additional funds to employ an administrative assistant (the only non-volunteer at the CRC).

2 As part of their activities, IITA CRC volunteers:

- ✓ developed an information booklet;
- ✓ provide a personal welcome to newcomers;
- ✓ assist with settling in, through the provision of food, bed linens, etc.;
- ✓ provide information about job opportunities;
- ✓ provide information about distance learning (correspondence courses were the only option for formal education, because of the distance from the duty station to the city);
- ✓ run a childcare/playgroup for children under the age of 3;
- ✓ conduct courses in computer skills, cooking and languages (French, English and Yoruba);
- ✓ created a spouses' cv database (which subsequently led to a number of spouses gaining employment for varying periods, despite serious limitations on expatriate employment); and
- ✓ provide occasional reports to the IITA Board.

THE IRRI FAMILY SERVICES CENTER

1 The International Rice Research Institute (IRRI) is headquartered in the small town of Los Banos, Philippines, approximately two hours' drive from Manila. To overcome some of the problems associated with this isolation, IRRI created its Family Services Center to provide an extensive range of support services to spouses/partners.

2 Some of the services were created specifically for spouses/partners, while others were created initially for IRRI staff, and were subsequently opened up to spouses/partners. The range includes seminars and training in:

- ✓ language – courses in Tagalog, provided by a member of IRRI's Training Center, with support from two HR staff;
- ✓ driving – recognizing the challenges faced by expatriate staff when driving in the Philippines, courses provided by a consultant engaged by IRRI's Transport Services;
- ✓ photography – short courses on digital photography provided by staff members;
- ✓ computer/information technology – provided for IRRI staff by its IT group, the training has been opened up to spouse/partners as well as staff (all IRRI houses have free internet connections, and staff can rent a fully-loaded personal computer from the IRRI IT Services for a reasonable monthly charge);
- ✓ first aid – a one-week program conducted regularly by IRRI's Safety Office;
- ✓ health seminars – about six per year, conducted for IRRI staff and spouses/partners by local doctors;
- ✓ personal security – conducted by an international security firm;

- ✓ cross-cultural communication – conducted for expatriate staff and spouses/partners by a specialist in this field;
- ✓ gardening – sessions on gardening in the tropics;
- ✓ videos – self-help videos on topics such as time management, presentation skills, Spanish language, etc. are made available through the IRRI library.
- ✓ The Family Services Center also has other initiatives under development such as personal finance and investing, retirement planning, etc.

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G&D INITIATIVES TO SUPPORT CGIAR SPOUSES/PARTNERS

1 G&D has taken a number of initiatives to support spouse/partners, for example:

- ✓ signing up the CGIAR as part of the Permits Foundation, a lobbyist group representing several large international organizations whose objective is to encourage governments of developing countries to ease their restrictions on spouse employment; and
- ✓ providing access for CGIAR spouses to partnerjob.com, a job seekers site that recently established a link with monster.com, thus providing free access into the world's largest on-line employment agency.

Centers are encouraged to promote these initiatives actively in assisting spouses/partners in their job search.

Permits Foundation

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2 Permits Foundation represents 36 international organizations working together to promote access to employment worldwide for the spouses and partners of internationally assigned staff members. These organizations set up the Permits Foundation to encourage governments to relax work permit regulations that currently make it difficult for spouses to work in many countries. By joining Permits Foundation, the CGIAR is joining voices with other international organizations seeking spouse/partner work permits.

3 Through Permits Foundation, G&D and, consequently, CGIAR Centers, now have access to a wealth of information including country-specific regulations and specifications.

GOOD PRACTICE

All CGIAR Centers should invite spouses/partners interested in finding information on work visas and regulations to visit Permits Foundation at <http://www.permitsfoundation.com/home.htm>

Partnerjob.com

4 On behalf of all CGIAR Centers, G&D has become a member of partnerjob.com to offer better employment options to the spouses/partners of CGIAR staff. Partnerjob.com provides a proactive and innovative solution for dual career couples. Its member organizations have access to:

- ✓ a database of job openings posted by all member organizations;
- ✓ a database of resumes/cvs posted by spouses/partners of expatriate employees of the member organizations;
- ✓ FAQs, useful links and more.

Member organizations of partnerjob.com

CGIAR, Accor, Alcatel, Asian Development Bank, Bouygues Construction, DHL Worldwide Network, European Space Agency, European Bank for Reconstruction and Development, IKEA, Maersk, Norsk Hydro, PriceWaterhouseCoopers, Procter and Gamble, Renault, Repsol YPF, Rexel, SCA Hygiene Products, Schneider Electric, Shell, Siemens, Statoil, Total, United Nations Development Program, Wilh. Wilhelmsen ASA

5 G&D anticipates that joining forces with several private and public international organizations will help the CGIAR in at least two ways:

- ✓ improve the employment options for our male and female spouses/partners in several specific locations worldwide, and
- ✓ improve the locally available pool of applicants for professional positions.

We have monitored the success of partnerjobs.com, and it is clearly succeeding in placing spouses/partners from its member organizations across a diverse range of countries in the developing world.

GOOD PRACTICE

All CGIAR Centers should invite spouses/partners interested in finding work to contact G&D for assistance in accessing www.partnerjob.com

DIRECT APPOINTMENTS

DEFINITION

1 In this section we use the term “direct appointment” to describe the selection of spouses/partners to fill an ongoing position, without competition.

UNDERSTANDING DIRECT APPOINTMENTS

2 Direct appointments can be for a period of months or years, whatever is the normal basis for the relevant staff category (i.e. internationally, regionally or nationally recruited) at the Center. Because of their ongoing nature, direct appointments are distinct from consultancies. They can be made on a full-time or part-time basis, or they can be made on a job-sharing basis if the Center has provision for such appointments.

3 Direct appointments do not require competitive selection. As suggested in the model policy for diversity-positive recruitment, Centers should reserve the flexibility to consider spouses/partners for filling vacancies before proceeding to external recruitment.

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REQUIREMENTS FOR DIRECT APPOINTMENT

- 4** Direct appointments typically can be offered if:
- ✓ there is an authorized position vacant;
 - ✓ the spouse/partner fully meets the position requirements in terms of her/his competencies;
 - ✓ the spouse/partner meets the Center’s normal standards of professional excellence;
 - ✓ the position would not represent a conflict of interest for the spouse/partner, either real or potential; and
 - ✓ the spouse/partner will not have access to confidential or sensitive information about the other spouse/partner.

In some cases, the Center may require that the spouse/partner not be supervised directly by, or report directly to, her/his spouse/partner. This issue is discussed in “Spouse/Partner Working Relationships”.

JOB CLASSIFICATION OF THE VACANCY

5 The job classification of the vacancy should be determined according to the Center's normal practices. It could be senior scientist/researcher; associate scientist; program specialist grade X, senior technician grade Y, administrator grade Z or any other functional group/job family and grade.

CATEGORIZING THE VACANCY (I.E. IRS, RRS OR NRS)

6 Having established the classification of the vacancy, the next step is to determine whether it should attract international, regional or national status and, consequently, salary and benefits appropriate to that status. Usually this flexibility is restricted to scientist/researcher positions.

7 How is this status determined? In some Centers, there is a requirement for "international experience" for appointment to an internationally recruited position. However "international experience" is a vague term that is usually code for unspecified competencies. After all, international experience is something that is easily acquired on continents with several countries in fairly close proximity, such as Europe and Africa, but more difficult to acquire in continents such as North America and Australia.

CRITERIA FOR DETERMINING IRS/RRS/NRS

8 A more helpful set of criteria has been developed by IWMI whose researchers may be employed under international, regional or national salaries and conditions, depending on the competencies they bring to their work.

GOOD PRACTICE

Classification of researchers in IWMI.

All researchers are expected to demonstrate "generic" research capabilities, in terms of:

- ✓ personal qualities (originality, creativity, innovation, initiative, judgment, adaptability/flexibility and tenacity) and
- ✓ skills and abilities (interaction with partners/clients, interpersonal skills, leadership, management, teamwork, communication skills and analytical skills)

Within this competency framework, IWMI has identified:

- ✓ the difference in competency level appropriate to each grade (i.e. researcher, senior researcher and principal researcher); and
- ✓ specific criteria where it is possible to differentiate between the nature of competencies possessed by internationally recruited, regionally recruited and nationally recruited researchers respectively.

For example, on the “breadth of knowledge” criterion:

- ✓ internationally recruited researchers are required to possess knowledge of: relevant scientific research and implementation practices spanning a number of countries and continents, desirably including Africa and Asia; relevant scientific research spanning a number of disciplines; national and international networks of scientists and science-users in a number of continents, desirably including Africa and Asia; and scientific information spanning a number of countries of specific interest to IWMI; whereas
- ✓ nationally recruited researchers are required to possess knowledge of: relevant scientific research and implementation practices in their own country; relevant scientific research, possibly spanning a number of disciplines; national networks of scientists and science-users in their own country, and scientific information relevant to their own country.

9 The consequences of applying a competency-based approach are that:

- ✓ an expatriate spouse of an internationally recruited staff member would not necessarily attract an international salary, even if the vacancy were in a classification that had international, regional and national salaries (e.g. scientist/researcher); and
- ✓ a national spouse of a nationally recruited staff member could possibly attract an international salary, provided that the vacancy was in a classification that had international, regional and national salaries.

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In both cases, the decision about the salary range would rest on both the level and scope of competencies that the appointee would bring to the job.

SALARY

10 Having established whether the direct appointee should receive international, regional or national salary and benefits, the next step is to determine a salary level. This is a much more discretionary decision for Centers. In the Diversity-Positive Recruitment section of this Inclusive Workplace e-Resource Center we suggested an approach to setting salaries equitably, particularly in terms of the appointee’s qualifications and experience.

11 However this approach would not necessarily apply to direct appointments of spouses/partners, because the appointee has not had to compete for the position. The only guidance we would offer is that:

if the position is classified, for example, as a Technician Grade 2, then the appointee should be paid not less than the minimum salary of a Technician Grade 2

BENEFITS

12 Centers need to give careful consideration to the spouse/partner's benefits in these appointments. As a general principle, the spouse/partner is treated:

- ✓ as an individual in terms of personal benefits (salary, retirement contribution and life insurance, etc., coverage), but
- ✓ as a member of a family unit in terms of medical coverage, housing allowance, dependents' benefits, etc.

This approach avoids “doubling-up” on family-unit benefits.

GOOD PRACTICE

Sample policy statement on salary and benefits. (internationally recruited staff)

When a staff member's spouse/partner is employed by <Center>, and if the staff member and spouse/partner reside in the same household at their assigned duty station, the salary, benefits, allowances, etc. are provided as follows:

- ✓ full base salary and any cost-of-living allowances to each, depending on position to which appointed;
- ✓ full retirement contribution to each, based on each individual's age and salary;
- ✓ full coverage for life insurance, accidental death and dismemberment and long-term disability to each;
- ✓ if applicable, an assigned vehicle to each;
- ✓ shared family medical coverage;
- ✓ shared housing allowance;
- ✓ shared home leave benefit;
- ✓ shared benefits for dependents' education;
- ✓ shared relocation benefit.

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PART-TIME APPOINTMENTS

13 Salary and benefits may need to be treated on a pro-rata basis for part-time appointments.

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CONSULTANCIES

1 Centers may approve specialized consultancies (short-term appointments to meet clearly defined Terms of Reference) for spouses/partners. These consultancies may be considered if the spouse/partner has skills, abilities, qualifications and experience that are relevant to the Center's needs. Consultancies should not, in principle, be restricted to any particular category of spouse/partner (i.e. expatriate, distant or local).

2 A diverse range of consultancies can be offered. While some might require expert knowledge in a field that is core to the Center's operations, others could be complementary to this work. In many cases, spouses/partners have, in addition to their technical knowledge, expert skills in analysis, report writing, synthesis, languages, information technology, etc. Thus, in addition to consultancies related to core research, Centers could consider consultancies in fields such as:

- ✓ communications;
- ✓ fund raising/proposal writing;
- ✓ editing or translation;
- ✓ data analysis;
- ✓ Web site design;
- ✓ facilitation;
- ✓ statistical analysis.

As a general principle, when a Center has special needs, it usually makes more sense to look inside before going outside for the necessary skills.

3 There is usually considerable flexibility in determining remuneration and conditions for consultants. However the first part of the remuneration decision may be to make a judgment about whether it should be placed in the context of international, regional or national salaries.

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FELLOWSHIPS

- 1** Centers generally award research fellowships to spouses/partners:
 - ✓ to participate in a Center research program/project;
 - ✓ to undertake an approved topic of research relevant to the Center's objectives; or
 - ✓ to undertake other projects of value to the Center.
- 2** Fellowships typically are up to one year's duration. A fellowship usually provides a modest stipend based on local market conditions. Fellowships are seen primarily as providing an opportunity to carry out an interesting piece of work, rather than to provide significant income. In some cases, this means working in collaboration with experts, possibly undergoing some technical training; in other cases it means working alone.
- 3** A wide range of individuals normally is eligible for fellowships. They must possess, at least, a relevant academic background and have an interest in the specific area in which they will be working. They must also be assessed as having the potential to make a contribution to either the relevant Center program/project, or to some other important aspect of the Center's operations. Consequently spouse/partner fellowships should not, in principle, be restricted to any particular category of spouse/partner (i.e. expatriate, distant or local).
- 4** It follows that there is enormous flexibility available to Centers in creating fellowships. Indeed, Centers can exercise considerable creativity in leveraging the talent that spouses/partners have to offer. Some fellowships may be offered to spouses/partners on a competitive basis, with clear criteria for eligibility. Others may be offered in response to an individual initiative from a spouse/partner.
- 5** As examples of possibilities for fellowships, Centers could consider:
 - ✓ research fellowships, where a post does not exist but a spouse/partner has relevant skills that could be harnessed, to the advantage of both Center and spouse/partner;
 - ✓ a "competition" fellowship to meet a specific Center need (e.g. best fundraising idea);

- ✓ individual fellowships to support work on a Center need identified by a spouse/partner;
- ✓ fellowships for training/professional development;
- ✓ fellowships providing funding to attend a conference (with an appropriate report/seminar afterwards).

The options are almost limitless. The costs to the Center typically would be very modest in relation to the benefits to the Center, with the very important additional benefit to the spouse/partner of sustaining an intellectual contribution.

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APPOINTMENT TO ADVERTIZED VACANCIES

1 In principle, spouses/partners are able to apply for any vacancy for which they are qualified. However, some host country conditions on eligibility for nationally recruited positions may disqualify expatriate spouses/partners from appointment to these positions.

STATUS OF SPOUSE/PARTNER CANDIDATES

2 In recognition of the basic purpose of accommodating spouses/partners, it is highly desirable for eligible candidates among the spouse/partner population to be awarded “internal candidate” status for their applications. This is particularly significant for a Center that has adopted (or adapted) the model policy for recruitment.

3 In these circumstances, spouses/partners will have equivalent (but not superior) status to applicants who are already Center staff. Thus, in most circumstances, their candidacy would be considered together with other internal candidates, prior to advertising the position externally. The consequence of this might be to conduct a competitive selection from within the combined field of spouses/partners and internal candidates (provided that they meet the eligibility and selection criteria to a sufficient extent).

4 If successful in her/his application, the spouse’s/partner’s salary would not be discounted in any way, but should be determined by the same process that would normally apply to competitively recruited staff.

REGIONAL RECRUITMENT

5 If a Center has a regionally recruited staff category, spouses/partners can usually apply for vacancies that arise in this category. Regional recruitment is essentially international recruitment from within a defined region, so the potential constraints of national recruitment would not apply. If successful, the spouse’s/partner’s salary would be determined by the same process as would normally apply to regionally recruited staff.

BENEFITS AND ALLOWANCES

6 In both scenarios above, benefits and allowances would have to be determined on a case-by-case basis, applying the following principles:

- ✓ the spouse/partner would receive the normal benefits and allowances applying to national/regional appointments (as appropriate), except that
- ✓ the total allowances paid to the spouse/partner and the principal appointee (i.e. the spouse's spouse) would not exceed the allowances for an internationally recruited family unit.

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A GUIDE FOR SPOUSES/PARTNERS: WHAT TO ASK

G&D has prepared this guide as a model, for HR groups to send to spouses/partners of short-listed candidates for job vacancies.

HR groups may already have prepared comprehensive information briefs that they send candidates and their spouses/partners as a matter of course. However it is critically important for candidates and their spouses/partners to feel that they are in control of their own situation.

They need to be as confident as possible that they have worked out all the questions to be asked, rather than relying on the employer to foresee all their information needs. This guide has been prepared solely for that purpose: to stimulate the most comprehensive range of questions and, thus, to minimize the surprises that may jaundice newcomers' attitudes to their duty station.

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When your spouse/partner is short-listed for interview for a <Center> position, the final interview will probably take place at the duty station where she/he will be located. You will probably be invited to accompany her/him to <city/town>, so that you both can be shown what the city/town has to offer.

We assume that you both will have done a lot of homework on the duty station. However, if you have never lived far from home before, where do you start? What are the important questions? What do you need to know so that you can make an educated decision about whether you will enjoy living in <city/town>? You need this knowledge so that you and your spouse/partner can decide whether to accept the job if it is offered.

< Center> has sent you an information package, which is quite comprehensive. It tells you about both the living environment and your entitlements to financial and other support during and after relocating to the duty station. It may answer all your questions; it may not. After all, it is difficult to identify every conceivable piece of information a newcomer may require. We all have our individual family and personal needs, requirements and preferences.

If you've never been through this process before, how do you start listing the questions you need answered? After all, you're most likely to settle in comfortably at <city/town> if you have minimum surprises.

The following list of questions is to help you get started. It may be just the tip of the iceberg. You may already have some questions of your own; hopefully this list will stimulate some more.

WHERE DO I START?

- a) Where/how do we find accommodation? For how long? Who is available to help us? What are the normal requirements for renting/leasing? What does accommodation cost for an average-size house near <Center>? What are the pitfalls?
- b) What is this city/town like? Where do I find shops, schools, medical facilities and other family services? Are there any Web sites that show this information about the city/town? Who is available to help show me around? Where are the nice places; where should I avoid? What are the typical recreation activities for adults and children in the city/town?
- c) How do I find employment? What sort of visa do I need? Who is responsible for helping me get it? How long does it take? What are my major employment options? Are there any restrictions on what I can do?
- d) What do I need to do about personal transport? Do I need to buy a car; if so, where does one go? How do I get around until my car is delivered? What are the regulations/process about registration, and what are the traps? Do I need to get a new driver's license? By when?
- e) What are the absolute "dos" and "don'ts" in this culture/community? How do I avoid offending anyone? Is language training available?
- f) What are my options for further study/professional development? What local tertiary education institutions exist? What do they offer, and how good are they?
- g) What are the schooling options for my children? Where are the local schools, and how good are they? How do children get to school? What are the enrolling requirements, the school fees, the courses offered, and the facilities?

- h) What exists in the way of local medical facilities? Is there a good hospital/s? Does it have good facilities, and well-trained staff? What are the limitations on the services it can provide, and what do we do if we need medical treatment beyond the capability of the hospital? What do we do in a medical emergency? Is there a physician/nurse/person trained in first-aid on campus?
- i) Are there people of my nationality at <Center>? How many, and where?
- j) Are there people in my profession at <Center>? How could I contact them?
- k) What do I do in emergencies?

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